

disposition of industries occupied by the withdrawal of an army of 1,000,000 men from their normal civilian occupations. "The cooperation of all interests and all people in the country," said Secretary Baker, "is the nation's new and greatest duty. It is the only way to the unity of spirit and confidence in its powers."

The excuse presented by Mr. Baker for delay in the matter of ordnance, particularly heavy artillery, were practically the same as those advanced by his subordinates who testified previously, namely, that the manufacture of fighting equipment of only the highest standard. The lack of organization plan on the part of the War Department, the absence of understanding of the War Department to recognize that war was actually upon America before the declaration resolved the situation for it and furnished the committee with an opportunity to examine Mr. Baker in regard to the pre-war delinquencies of his department.

#### "War Was 3,000 Miles Away."

"The war wasn't upon us," said the Secretary repeatedly in answer to questions by the committee. He insisted that the war was 3,000 miles away in Europe. "We had more guns and shells than would be necessary to supply all the troops we could get to Europe within the year. Consequently there were delays in the matter of ordnance."

Questions and answers in rapid succession failed to draw from Mr. Baker proof that anything more than the most superficial effort had been made in the War Department in anticipation of the coming struggle. Even after war was declared, the admissions of the Secretary showed that the War Department was being 3,000 miles outside the fighting zone was apparently uppermost in executive minds and that such slips as the \$150,000,000 neglect of the Boston wool men's offer was but one of dozens of similar mistakes.

The Secretary was asked if America had not been apprised by its diplomatic representatives that war had been made in May, 1916, that the German Imperial Government meant to break with the United States. The Secretary took the ground that Mr. Gerard's despatches to the State Department, now a matter of history and "for sale at all bookstores," did not permit him to discuss that phase of the situation.

#### Refuses to Discuss Warnings.

"Didn't the Gerard warnings have any effect on you?" demanded Senator New of Indiana.

"That subject is confidential," Mr. Baker insisted. Then he went on to say that the Government had not been apprised of the exactness of the Gerard warning.

"We had the word of the German Government repudiating any intention to renew hostilities in their U-boat campaign," he said.

"Was the word of the German Government more to be credited than that of our own Ambassador?" asked Senator New.

"New," said Mr. Baker, "I have no reason to doubt the word of the German Government. The subject of rifles was brought forward in the general discussion of ordnance. Secretary Baker said the supply of rifles was not adequate and that reserves are being accumulated with great rapidity. Senator Weeks took exception to his statement that the Springfield model was the best in the world, and at this point Chairman Chamberlain of Oregon, chairman of the committee, interposed: 'One of the serious criticisms of the War Department, Mr. Secretary, lay in the fact that it took several months to decide to change to the Americanized Enfield from the Springfield after the war was actually over.'"

"We have plenty of rifles now," replied Mr. Baker.

Senator Chamberlain then reviewed the changes in the Enfield, making it capable of using American ammunition, saying that we had started to make seven changes and wound up by making fifty and that had been done. He had repeatedly held up production.

#### "Inefficiency" Is Defined.

"That statement is substantially true," said Mr. Baker, "but any delay that will help obtain a better rifle is justifiable."

"Well, that is what we call inefficiency," said the chairman. "Change your mind," answered the Secretary.

Several Senators joined in questioning to show that rifle production was permitted to lag when it was certain that the country was about to go to war. But Secretary Baker persisted that the delay in changing models had in the end produced a much desired result. He pointed out that eight months after England went to war British soldiers were training in top hats and with walking sticks and insisted that American rifle production was far ahead of that of all men who will be called out will have enough.

Turning to criticism of the machine gun situation, Senator Chamberlain said there was delay in ordering Lewis guns that had been used successfully by England.

#### Denies Any Recent Delay.

"There was no delay after last April," replied Secretary Baker.

"Yes there was, Mr. Secretary," retorted the Senator.

Secretary Baker continued by reciting the machine gun controversy that existed when he became Secretary.

Senator McKellar of Tennessee thought the delay was unreasonable.

"Well, it's a matter of judgment," said Mr. Baker.

Secretary Baker told of the board to investigate machine guns.

"The board's deliberations never delayed for one second the buying of a machine gun after last April," said Secretary Baker positively. "It did delay other guns, including the new Browning gun, before April."

The fact remains that nine months after the war the cantonments have none for training," said Senator McKellar.

"I wouldn't say none," Secretary Baker replied. "They have relatively few."

Before the war the largest machine gun programme was 12,000, he added, while now 200,000 are required, with manufacture result and slow.

"Those two facts make it all the more important that machine guns should have been got from any source," said Senator McKellar. "The greatest energy should have been exerted to get any kind."

The questions involved, Mr. Baker reiterated, were of judgment between speed and excellence.

"Are you a purely technical, so far as all ordnance is concerned, with the progress the department has made?" asked Senator Weeks.

"I don't say that the department might not have expended some phases of its work," Secretary Baker replied.

"In what have we failed?"

The Secretary hesitated and answered: "I can't think of anything that you would work with. Whenever I've thought of anything I've done it. I'm up to date."

Senator Baker said he thought a federal powder plant was available.

Senator Chamberlain referred to the

du Pont offer to build and operate a plant at Camden, but Secretary Baker explained the offer was to build and operate it for eighteen months. On the basis of a \$20,000,000 investment, he explained, the du Ponts would have made a gross profit between \$20,000,000 and \$40,000,000.

They never at any time offered to erect a plant without compensation," he said.

"The present powder supply is adequate for our present needs," Secretary Baker added.

Senator New asked if there was any mistake of judgment when the Lusitania was sunk in not beginning preparations for war.

"It would have been very wise," Mr. Baker replied, "if a dozen years ago the Ordnance Department had begun preparations. To be perfectly frank with you, I think Gen. Crozier is not entirely to blame. In season and out he has recommended ordnance expansion for war."

Secretary Baker denied that the first American contingents sent abroad were not completely equipped. All sent then and since, he declared, have had adequate standard equipment except that recent contingents depend for automatic rifles and artillery on French sources.

Senator Wadsworth of New York asked if the American artillery programme is large enough.

"You never can have too much," Mr. Baker replied, but the programme fully endorsed the purchase of the country's artillery programme has grown every month during the war."

Senator Chamberlain asked Senator Wadsworth's statement that the war was a competition of industries and that whichever produced the most materials and munitions would win.

"That is the present aspect of it," he said.

Operations of the supply system of the Quartermaster-General were then taken up. Secretary Baker pointed out that "over night we changed from a free and competitive market to one in which the Government was the monopolizing buyer."

#### Capacity Overestimated.

Some substitutions of materials were authorized, Secretary Baker continued. Manufacturers overestimated their own capacity. The early despatch abroad of special forces, such as stevedores and railroad employees, cut into the early supplies gathered. There was a shortage of many articles, including overcoats, blouses, trousers and perhaps some others. They were far greater than the early supplies gathered. Initial equipment now is substantially complete and reserve supplies are being secured."

The Secretary said it had to be decided whether to call for more men than could be readily equipped or call only those for whom equipment was ready.

"Of course actually taken was to reconcile these views, calling out the forces as rapidly as we could anticipate their equipment, and I have no reason to doubt that our opinion stood as continued. The net result was a temporary shortage of a few weeks in some equipment, such as overcoats, but there is no doubt that equipment of any serious or continued shortage."

Senator McKellar asked what authority of law there was for taking away supplies from civilians. "There is no law," he said, "but the Government has the right to take away supplies from civilians."

"In the first place I was the head of the army," Mr. Baker answered. "In the second place the law provided that the Government could take away supplies from civilians. The health of the people, explained and made popular, because of its demonstrated fairness both in plan and execution."

#### Denies \$125,000,000 Story.

The Tennessee Senator said witnesses had testified that contracts aggregating \$125,000,000 had been let to firms with no supplies committee members are connected.

"I don't think that has been done," said Mr. Baker. "I have looked into it many times. No such thing has been done."

Regarding the alleged civilian committee purchasing getting men from the trade, Mr. Baker said:

"Of course that is the very best way to deal with these questions, but it was the only way at the outset. Substantially it stopped now. There never has been any intention of continuing it indefinitely."

The Secretary said he cancelled the much discussed rag sorting contract on the ground that the Government proposed to do the rag sorting work itself. The Rag Sorting Company, he said, was a profit of only one-half cent a pound.

"Are you willing to assume responsibility for organization of the sorting plant," asked Senator McKellar.

Mr. Baker answered, "I delegated my authority to Mr. Eisenhower. I know nothing improper about it."

Senator McKellar referred to the relationship between Samuel Kaplan of the Rag Sorting Company and Secretary Baker. He said he did not know of the relationship until recently.

"You think a policy of that kind is wise?"

"It has turned out to be unwise," said Secretary Baker. "But you can't get anybody to buy things unless you get men who are experienced in their business."

"How much did the blunder or whatever you may call it cost the Government?" asked Senator Chamberlain.

"Nothing," Mr. Baker replied.

Questioned about secrecy attending the awarding of army contracts, Secretary Baker declared he issued an order that they be not made public and that he considered a wise policy.

"Don't you know any American people who have been paid for getting the business?"

"I can't say," Mr. Baker replied.

"I think," said Mr. Baker, "that the location of plants should not be made public as a military policy."

"Did it endanger factories working for the Navy Department which did make contracts public?" he was asked.

"I can't say," Mr. Baker replied.

Senator Frellinghuysen of New Jersey declared that the criticism leveled against the system was that the policy of secrecy permitted some men to get contracts but prevented others from getting the business.

Uniformed as to Shoddy.

Mr. Baker said that so far as he knew he personally never was advised of the change in specifications by which shoddy was used in uniforms. He had been advised the uniforms were adequate when shoddy was used.

The Secretary said he had not been advised of any shortage of wool and that he knew nothing of the offer of the Boston wool men referred to earlier in the hearing. He did receive an offer from the Western Wool Growers Association to sell its entire cut at a price to be fixed by the Government, and the offer was referred to the raw materials committee of the Council on National Defense. He did not know what was done about it.

The question of buying up the country's wool supply involved a matter of Government policy.

Asked specifically why the War Department waited from April 3 to June 16 to take up the question of wool, Secretary Baker said many other questions were up for consideration.

Senator Wadsworth wanted to know why some of the President's \$100,000,000 fund was not spent if the War Department had insufficient funds, and Mr. Baker said some of it was spent for ordnance.

Secretary Baker said that no complaint ever had come from Gen. Pershing as to the light weight of uniforms. Uniform cloth was ordered in England by Gen. Pershing, and he said he could get better quality but because American deliveries were slow.

## TEXT OF BAKER'S ARMY STATEMENT

Secretary Tells Senate Committee 1,428,650 Men Are Under Arms.

OFFICERS TOTAL 110,856

War Department Head Says Ordnance Contracts Aggregate \$1,677,000,000.

Special Despatch to The Sun.

WASHINGTON, Jan. 10.—The statement of Secretary Baker dealing with the war preparations of the United States, as read to the Senate War Investigating Committee to-day, is as follows:

"I am glad to lay before the committee and the country certain facts with reference to the War Department work. Not all of it is new to you, but it is well to have some underlying facts freshly in our minds at times when the consideration of details, however important in themselves, might otherwise obscure the real progress made in the central task."

"The War Department is eager to profit by all helpful criticism, and I thank the committee for the inquiries which it has made and for the cooperation which it is giving and will give in making our preparation increasingly adequate and speedy."

"On the first day of April, 1917, the Regular Army comprised of 5,791 officers and 173,797 enlisted men; the National Guard comprised of 10,200 officers and 475,000 enlisted men; the National Guard of 16,031 officers and 400,800 enlisted men; the National Guard of 480,000 men, and the reserve of 144,075 officers and 725,000 enlisted men. In other words, in nine months the increase has been from 9,324 officers to 110,856 officers and from 202,519 to 1,428,650 men."

#### Six Times the Army of 1908.

"During the war with Spain the Army of the United States at its maximum strength aggregated 272,000 men and officers. The army now in the field and in training is, therefore, roughly six times as great as the maximum number of our arms in the Spanish-American war."

"The total number already in the military service is one and a half times as large as any force ever mobilized by this country."

"A substantial part of our military forces was selected by the operation of a draft law, the execution of which has aggregated both the economic and the efficient way of selecting soldiers. The law itself was drawn, its execution carried to a successful conclusion, and the results have been to our people, explained and made popular, because of its demonstrated fairness both in plan and execution."

#### Great Results Achieved.

"The following results have been achieved:

1.—A large army is in the field and in training, so large that further increase to it can be adequately equipped and trained as rapidly as those already in training can be transported.

2.—The army has been selected and selected with serious dislocation of the industries of the country.

3.—The training of the army is proceeding rapidly and its spirit is high. The substance of the army has been above criticism; its initial clothing supply, temporarily inadequate, is now substantially complete and reserves will rapidly accumulate. Arms of the most modern and effective kind, including artillery, machine guns, automatic rifles and small arms, are being rapidly accumulated or purchased for every soldier who can be gotten to France in a substantial army is already in France, where both men and officers have been additionally and specially trained and are ready for active service.

4.—The independent lines of communication and supply and vast storage and other facilities are in process of construction in France.

5.—The operating programmes for the manufacture of additional equipment and for the production of new instruments of war have been formulated.

6.—The size of the army has been raised, equipped or trained so quickly. No such provision has ever been made before for the comfort, the health and general well being of an army. The health report for December for a variety of reasons became suddenly less favorable than for the preceding months. But the unfavorable conditions have been met and improvement is already apparent."

#### Two Purposes in Mind.

"I state the foregoing conditions of the War Department's problem and some of the results attained for two purposes:

"In the first place, the American people are entitled to know of the splendid effectiveness with which they have been able to organize the man power and the material power of the nation in a great cause, and second, our army in France, under General Pershing, and our Allies, are entitled to have the benefit resulting from the depression of the morale of their enemy which must come from the complete organization of resources into completely effective military machine."

"I make this statement, fully aware that there have been produced before the committee a whole host of expressions of doubt, difference of opinion and disapproval. The War Department has spent eight months hearing similar expressions, analyzing them, correcting the conditions out of which they grew, perfecting its organization to prevent their recurrence and all the while driving on to the accomplishment of the main task."

"My military associates and I appreciate the work which this committee has done and will value suggestions from the committee as a whole from its individual members and from every other patriotic citizen which will enable us to carry on this work more effectively and more rapidly."

"In the foregoing statement there are two exceedingly significant figures, namely, that on the first day of April of 1917 the Regular Army comprised of 5,791 officers and the Quartermaster-General's department of 347 officers, while they now respectively comprise 3,004 and 110,856."

"There was no ready trained body of men of the country who could have been selected suddenly to assume the duties of the army or of the civil life, will be added from time to time. The purpose of the council is that its members, being free from the burdens of other administrative duties, can take a large supervisory view of all questions of organization and supply and give to the Government the highest value of their talents and experience."

"The advice of his military associates and of industrial experts, the machinery of the Ordnance Department, the preparation of the new phase of its work upon which it is now entering. Its several operations will be conducted under the direction of the War Department, the service who are now in a position to give their entire energies to their administration or of men specially chosen from the army in the process of their expansion and capacity."

"Each division has been selected to send officers to France, to receive officers from foreign countries to compare data and information, to review designs and to design fresh supplies, and all this concurrently with its task of training and equipping its own organization. The figures given above are selected almost at random as illustrative of the magnitude of the operations of the War Department."

#### Great Results Achieved.

"The following results have been achieved:

1.—A large army is in the field and in training, so large that further increase to it can be adequately equipped and trained as rapidly as those already in training can be transported.

2.—The army has been selected and selected with serious dislocation of the industries of the country.

3.—The training of the army is proceeding rapidly and its spirit is high. The substance of the army has been above criticism; its initial clothing supply, temporarily inadequate, is now substantially complete and reserves will rapidly accumulate. Arms of the most modern and effective kind, including artillery, machine guns, automatic rifles and small arms, are being rapidly accumulated or purchased for every soldier who can be gotten to France in a substantial army is already in France, where both men and officers have been additionally and specially trained and are ready for active service.

4.—The independent lines of communication and supply and vast storage and other facilities are in process of construction in France.

5.—The operating programmes for the manufacture of additional equipment and for the production of new instruments of war have been formulated.

6.—The size of the army has been raised, equipped or trained so quickly. No such provision has ever been made before for the comfort, the health and general well being of an army. The health report for December for a variety of reasons became suddenly less favorable than for the preceding months. But the unfavorable conditions have been met and improvement is already apparent."

#### Two Purposes in Mind.

"I state the foregoing conditions of the War Department's problem and some of the results attained for two purposes:

"In the first place, the American people are entitled to know of the splendid effectiveness with which they have been able to organize the man power and the material power of the nation in a great cause, and second, our army in France, under General Pershing, and our Allies, are entitled to have the benefit resulting from the depression of the morale of their enemy which must come from the complete organization of resources into completely effective military machine."

"I make this statement, fully aware that there have been produced before the committee a whole host of expressions of doubt, difference of opinion and disapproval. The War Department has spent eight months hearing similar expressions, analyzing them, correcting the conditions out of which they grew, perfecting its organization to prevent their recurrence and all the while driving on to the accomplishment of the main task."

"My military associates and I appreciate the work which this committee has done and will value suggestions from the committee as a whole from its individual members and from every other patriotic citizen which will enable us to carry on this work more effectively and more rapidly."

"In the foregoing statement there are two exceedingly significant figures, namely, that on the first day of April of 1917 the Regular Army comprised of 5,791 officers and the Quartermaster-General's department of 347 officers, while they now respectively comprise 3,004 and 110,856."

"There was no ready trained body of men of the country who could have been selected suddenly to assume the duties of the army or of the civil life, will be added from time to time. The purpose of the council is that its members, being free from the burdens of other administrative duties, can take a large supervisory view of all questions of organization and supply and give to the Government the highest value of their talents and experience."

"The advice of his military associates and of industrial experts, the machinery of the Ordnance Department, the preparation of the new phase of its work upon which it is now entering. Its several operations will be conducted under the direction of the War Department, the service who are now in a position to give their entire energies to their administration or of men specially chosen from the army in the process of their expansion and capacity."

"Each division has been selected to send officers to France, to receive officers from foreign countries to compare data and information, to review designs and to design fresh supplies, and all this concurrently with its task of training and equipping its own organization. The figures given above are selected almost at random as illustrative of the magnitude of the operations of the War Department."

#### Great Results Achieved.

"The following results have been achieved:

1.—A large army is in the field and in training, so large that further increase to it can be adequately equipped and trained as rapidly as those already in training can be transported.

2.—The army has been selected and selected with serious dislocation of the industries of the country.

3.—The training of the army is proceeding rapidly and its spirit is high. The substance of the army has been above criticism; its initial clothing supply, temporarily inadequate, is now substantially complete and reserves will rapidly accumulate. Arms of the most modern and effective kind, including artillery, machine guns, automatic rifles and small arms, are being rapidly accumulated or purchased for every soldier who can be gotten to France in a substantial army is already in France, where both men and officers have been additionally and specially trained and are ready for active service.

4.—The independent lines of communication and supply and vast storage and other facilities are in process of construction in France.

5.—The operating programmes for the manufacture of additional equipment and for the production of new instruments of war have been formulated.

6.—The size of the army has been raised, equipped or trained so quickly. No such provision has ever been made before for the comfort, the health and general well being of an army. The health report for December for a variety of reasons became suddenly less favorable than for the preceding months. But the unfavorable conditions have been met and improvement is already apparent."

cover instruments so modern that our industries had to be adapted to their manufacture.

"Many of the Ordnance Department's contracts involve increase of plant facilities, or the construction of new plants, intricate systems of auditing and cost accounting and constant inspection by inspectors who have had to be trained in specially established schools in order to fit knowledge of ordnance requirements to their previous mechanical and technical training."

Great Increases Noted.

"QUARTERMASTER-GENERAL'S DEPARTMENT.—For the Quartermaster-General's Department in 1918 \$2,015,000,000 was appropriated, or a sum more than four times as great as the 1915 appropriation for all governmental purposes."

"On the first day of April, 1917, there were 347 officers in the Quartermaster-General's department of 347 officers, while they now respectively comprise 3,004 and 110,856."

"There was no ready trained body of men of the country who could have been selected suddenly to assume the duties of the army or of the civil life, will be added from time to time. The purpose of the council is that its members, being free from the burdens of other administrative duties, can take a large supervisory view of all questions of organization and supply and give to the Government the highest value of their talents and experience."

"The advice of his military associates and of industrial experts, the machinery of the Ordnance Department, the preparation of the new phase of its work upon which it is now entering. Its several operations will be conducted under the direction of the War Department, the service who are now in a position to give their entire energies to their administration or of men specially chosen from the army in the process of their expansion and capacity."

"Each division has been selected to send officers to France, to receive officers from foreign countries to compare data and information, to review designs and to design fresh supplies, and all this concurrently with its task of training and equipping its own organization. The figures given above are selected almost at random as illustrative of the magnitude of the operations of the War Department."

#### Great Results Achieved.

"The following results have been achieved:

1.—A large army is in the field and in training, so large that further increase to it can be adequately equipped and trained as rapidly as those already in training can be transported.

2.—The army has been selected and selected with serious dislocation of the industries of the country.

3.—The training of the army is proceeding rapidly and its spirit is high. The substance of the army has been above criticism; its initial clothing supply, temporarily inadequate, is now substantially complete and reserves will rapidly accumulate. Arms of the most modern and effective kind, including artillery, machine guns, automatic rifles and small arms, are being rapidly accumulated or purchased for every soldier who can be gotten to France in a substantial army is already in France, where both men and officers have been additionally and specially trained and are ready for active service.

4.—The independent lines of communication and supply and vast storage and other facilities are in process of construction in France.

5.—The operating programmes for the manufacture of additional equipment and for the production of new instruments of war have been formulated.

6.—The size of the army has been raised, equipped or trained so quickly. No such provision has ever been made before for the comfort, the health and general well being of an army. The health report for December for a variety of reasons became suddenly less favorable than for the preceding months. But the unfavorable conditions have been met and improvement is already apparent."

#### Two Purposes in Mind.

"I state the foregoing conditions of the War Department's problem and some of the results attained for two purposes:

"In the first place, the American people are entitled to know of the splendid effectiveness with which they have been able to organize the man power and the material power of the nation in a great cause, and second, our army in France, under General Pershing, and our Allies, are entitled to have the benefit resulting from the depression of the morale of their enemy which must come from the complete organization of resources into completely effective military machine."

"I make this statement, fully aware that there have been produced before the committee a whole host of expressions of doubt, difference of opinion and disapproval. The War Department has spent eight months hearing similar expressions, analyzing them, correcting the conditions out of which they grew, perfecting its organization to prevent their recurrence and all the while driving on to the accomplishment of the main task."

"My military associates and I appreciate the work which this committee has done and will value suggestions from the committee as a whole from its individual members and from every other patriotic citizen which will enable us to carry on this work more effectively and more rapidly."

"In the foregoing statement there are two exceedingly significant figures, namely, that on the first day of April of 1917 the Regular Army comprised of 5,791 officers and the Quartermaster-General's department of 347 officers, while they now respectively comprise 3,004 and 110,856."

"There was no ready trained body of men of the country who could have been selected suddenly to assume the duties of the army or of the civil life, will be added from time to time. The purpose of the council is that its members, being free from the burdens of other administrative duties, can take a large supervisory view of all questions of organization and supply and give to the Government the highest value of their talents and experience."

"The advice of his military associates and of industrial experts, the machinery of the Ordnance Department, the preparation of the new phase of its work upon which it is now entering. Its several operations will be conducted under the direction of the War Department, the service who are now in a position to give their entire energies to their administration or of men specially chosen from the army in the process of their expansion and capacity."

"Each division has been selected to send officers to France, to receive officers from foreign countries to compare data and information, to review designs and to design fresh supplies, and all this concurrently with its task of training and equipping its own organization. The figures given above are selected almost at random as illustrative of the magnitude of the operations of the War Department."

#### Great Results Achieved.

"The following results have been achieved:

1.—A large army is in the field and in training, so large that further increase to it can be adequately equipped and trained as rapidly as those already in training can be transported.

2.—The army has been selected and selected with serious dislocation of the industries of the country.

3.—The training of the army is proceeding rapidly and its spirit is high. The substance of the army has been above criticism; its initial clothing supply, temporarily inadequate, is now substantially complete and reserves will rapidly accumulate. Arms of the most modern and effective kind, including artillery, machine guns, automatic rifles and small arms, are being rapidly accumulated or purchased for every soldier who can be gotten to France in a substantial army is already in France, where both men and officers have been additionally and specially trained and are ready for active service.

4.—The independent lines of communication and supply and vast storage and other facilities are in process of construction in France.

5.—The operating programmes for the manufacture of additional equipment and for the production of new instruments of war have been formulated.

6.—The size of the army has been raised, equipped or trained so quickly. No such provision has ever been made before for the comfort, the health and general well being of an army. The health report for December for a variety of reasons became suddenly less favorable than for the preceding months. But the unfavorable conditions have been met and improvement is already apparent."

#### Two Purposes in Mind.

"I state the foregoing conditions of the War Department's problem and some of the results attained for two purposes:

"In the first place, the American people are entitled to know of the splendid effectiveness with which they have been able to organize the man power and the material power of the nation in a great cause, and second, our army in France, under General Pershing, and our Allies, are entitled to have the benefit resulting from the depression of the morale of their enemy which must come from the complete organization of resources into completely effective military machine."

"I make this statement, fully aware that there have been produced before the committee a whole host of expressions of doubt, difference of opinion and disapproval. The War Department has spent eight months hearing similar expressions, analyzing them, correcting the conditions out of which they grew, perfecting its organization to prevent their recurrence and all the while driving on to the accomplishment of the main task."

"My military associates and I appreciate the work which this committee has done and will value suggestions from the committee as a whole from its individual members and from every other patriotic citizen which will enable us to carry on this work more effectively and more rapidly."

"In the foregoing statement there are two exceedingly significant figures, namely, that on the first day of April of 1917 the Regular Army comprised of 5,791 officers and the Quartermaster-General's department of 347 officers, while they now respectively comprise 3,004 and 110,856."

"There was no ready trained body of men of the country who could have been selected suddenly to assume the duties of the army or of the civil life, will be added from time to time. The purpose of the council is that its members, being free from the burdens of other administrative duties, can take a large supervisory view of all questions of organization and supply and give to the Government the highest value of their talents and experience."

"The advice of his military associates and of industrial experts, the machinery of the Ordnance Department, the preparation of the new phase of its work upon which it is now entering. Its several operations will be conducted under the direction of the War Department, the service who are now in a position to give their entire energies to their administration or of men specially chosen from the army in the process of their expansion and capacity."

"Each division has been selected to send officers to France, to receive officers from foreign countries to compare data and information, to review designs and to design fresh supplies, and all this concurrently with its task of training and equipping its own organization. The figures given above are selected almost at random as illustrative of the magnitude of the operations of the War Department."

#### Great Results Achieved.

"The following results have been achieved:

1.—A large army is in the field and in training, so large that further increase to it can be adequately equipped and trained as rapidly as those already in training can be transported.

2.—The army has been selected and selected with serious dislocation of the industries of the country.

3.—The training of the army is proceeding rapidly and its spirit is high. The substance of the army has been above criticism; its initial clothing supply, temporarily inadequate, is now substantially complete and reserves will rapidly accumulate. Arms of the most modern and effective kind, including artillery, machine guns, automatic rifles and small arms, are being rapidly accumulated or purchased for every soldier who can be gotten to France in a substantial army is already in France, where both men and officers have been additionally and specially trained and are ready for active service.

4.—The independent lines of communication and supply and vast storage and other facilities are in process of construction in France.

5.—The operating programmes for the manufacture of additional equipment and for the production of new instruments of war have been formulated.

6.—The size of the army has been raised, equipped or trained so quickly. No such provision has ever been made before for the comfort, the health and general well being of an army. The health report for December for a variety of reasons became suddenly less favorable than for the preceding months. But the unfavorable conditions have been met and improvement is already apparent."

#### Two Purposes in Mind.

"I state the foregoing conditions of the War Department's problem and some of the results attained for two purposes:

"In the first place, the American people are entitled to know of the splendid effectiveness with which they have been able to organize the man power and the material power of the nation in a great cause, and second, our army in France, under General Pershing, and our Allies, are entitled to have the benefit resulting from the depression of the morale of their enemy which must come from the complete organization of resources into completely effective military machine."

"I make this statement, fully aware that there have been produced before the committee a whole host of expressions of doubt, difference of opinion and disapproval. The War Department has spent eight months hearing similar expressions, analyzing them, correcting the conditions out of which they grew, perfecting its organization to prevent their recurrence and all the while driving on to the accomplishment of the main task."

"My military associates and I appreciate the work which this committee has done and will value suggestions from the committee as a whole from its individual members and from every other patriotic citizen which will enable us to carry on this work more effectively and more rapidly."

"In the foregoing statement there are two exceedingly significant figures, namely, that on the first day of April of 1917 the Regular Army comprised of 5,791 officers and the Quartermaster-General's department of 347 officers, while they now respectively comprise 3,004 and 110,856."

"There was no ready trained body of men of the country who could have been selected suddenly to assume the duties of the army or of the civil life, will be added from time to time. The purpose of the council is that its members, being free from the burdens of other administrative duties, can take a large supervisory view of all questions of organization and supply and give to the Government the highest value of their talents and experience."

"The advice of his military associates and of industrial experts, the machinery of the Ordnance Department, the preparation of the new phase of its work upon which it is now entering. Its several operations will be conducted under the direction of the War Department, the service who are now in a position to give their entire energies to their administration or of men specially chosen from the army in the process of their expansion and capacity."

"Each division has been selected to send officers to France, to receive officers from foreign countries to compare data and information, to review designs and to design fresh supplies, and all this concurrently with its task of training and equipping its own organization. The figures given above are selected almost at random as illustrative of the magnitude of the operations of the War Department."

#### Great Results Achieved.

"The following results have been achieved:

1.—A large army is in the field and in training, so large that further increase to it can be adequately equipped and trained as rapidly as those already in training can be transported.

2.—The army has been selected and selected with serious dislocation of the industries of the country.

3.—The training of the army is proceeding rapidly and its spirit is high. The substance of the army has been above criticism; its initial clothing supply, temporarily inadequate, is now substantially complete and reserves will rapidly accumulate. Arms of the most modern and effective kind, including artillery, machine guns, automatic rifles and small arms, are being rapidly accumulated or purchased for every soldier who can be gotten to France in a substantial army is already in France, where both men and officers have been additionally and specially trained and are ready for active service.

4.—The independent lines of communication and supply and vast storage and other facilities are in process of construction in France.

5.—The operating programmes for the manufacture of additional equipment and for the production of new instruments of war have been formulated.

6.—The size of the army has been raised, equipped or trained so quickly. No such provision has ever been made before for the comfort, the health and general well being of an army. The health report for December for a variety of reasons became suddenly less favorable than for the preceding months. But the unfavorable conditions have been met and improvement is already apparent."

of the results attained for two purposes:

"In the first place, the American people are entitled to know of the splendid effectiveness with which they have been able to organize the man power and the material power of the nation in a great cause, and second, our army in France, under General Pershing, and our Allies, are entitled to have the benefit resulting from the depression of the morale of their enemy which must come from the complete organization of resources into completely effective military machine."

"I make this statement, fully aware that there have been produced before the committee a whole host of expressions of doubt, difference of opinion and disapproval. The War Department has spent eight months hearing similar expressions, analyzing them, correcting the conditions out of which they grew, perfecting its organization to prevent their recurrence and all the while driving on to the accomplishment of the main task."

"My military associates and I appreciate the work which this committee has done and will value suggestions from the committee as a whole from its individual members and from every other patriotic citizen which will enable us to carry on this work more effectively and more rapidly."

"In the foregoing statement there are two exceedingly significant figures, namely, that on the first day of April of 1917 the Regular Army comprised of 5,791 officers and the Quartermaster-General's department of 347 officers, while they now respectively comprise 3,004 and 110,856."

"There was no ready trained body of men of the country who could have been selected suddenly to assume the duties of the army or of the civil life, will be added from time to time. The purpose of the council is that its members, being free from the burdens of other administrative duties, can take a large supervisory view of all questions of organization and supply and give to the Government the highest value of their talents and experience."

"The advice of his military associates and of industrial experts, the machinery of the Ordnance Department, the preparation of the new phase of its work upon which it is now entering. Its several operations will be conducted under the direction of the War Department, the service who are now in a position to give their entire energies to their administration or of men specially chosen from the army in the process of their expansion and capacity."

"Each division has been selected to send officers to France, to receive officers from foreign countries to compare data and information, to review designs and to design fresh supplies, and all this concurrently with its task of training and equipping its own organization. The figures given above are selected almost at random as illustrative of the magnitude of the operations of the War Department."

#### Great Results Achieved.

"The following results have been achieved:

1.—A large army is in the field and in training, so large that further increase to it can be adequately equipped and trained as rapidly as those already in training can be transported.

2.—The army has been selected and selected with serious dislocation of the industries of the country.

3.—The training of the army is proceeding rapidly and its spirit is high. The substance of the army has been above criticism; its initial clothing supply, temporarily inadequate, is now substantially complete and reserves will rapidly accumulate. Arms of the most modern and effective kind, including artillery, machine guns, automatic rifles and small arms, are being rapidly accumulated or purchased for every soldier who can be gotten to France in a substantial army is already in France, where both men and officers have been additionally and specially trained and are ready for active service.

4.—The independent lines of communication and supply and vast storage and other facilities are in process of construction in France.

5.—The operating programmes for the manufacture of additional equipment and for the production of new instruments of war have been formulated.

6.—The size of the army has been raised, equipped or trained so quickly. No such provision has ever been made before for the comfort, the health and general well being of an army. The health report for December for a variety of reasons became suddenly less favorable than for the preceding months. But the unfavorable conditions have been met and improvement is already apparent."

#### Two Purposes in Mind.

"I state the foregoing conditions of the War Department's problem and some of the results attained for two purposes:

"In the first place, the American people are entitled to know of the splendid effectiveness with which they have been able to organize the man power and the material power of the nation in a great cause, and second, our army in France, under General Pershing, and our Allies, are entitled to have the benefit resulting from the depression of the morale of their enemy which must come from the complete organization of resources into completely effective military machine."

"I make this statement, fully aware that there have been produced before the committee a whole host of expressions of doubt, difference of opinion and disapproval. The War Department has spent eight months hearing similar expressions, analyzing them, correcting the conditions out of which they grew, perfecting its organization to prevent their recurrence and all the while driving on to the accomplishment of the main task."

"My military associates and I appreciate the work which this committee has done and will value suggestions from the committee as a whole from its individual members and from every other patriotic citizen which will enable us to carry on this work more effectively and more rapidly."

"In the foregoing statement there are two exceedingly significant figures, namely, that on the first day of April of 1917 the Regular Army comprised of 5,791 officers and the Quartermaster-General's department of 347 officers, while they now respectively comprise 3,004 and 110,856."

"There was no ready trained body of men of the country who could have been selected suddenly to assume the duties of the army or of the civil life, will be added from time to time. The purpose of the council is that its members, being free from the burdens of other administrative duties, can take a large supervisory view of all questions of organization and supply and give to the Government the highest value of their talents and experience."

"The advice of his military associates and of industrial experts, the machinery of the Ordnance Department, the preparation of the new phase of its work upon which it is now entering. Its several operations will be conducted under the direction of the War Department, the service who are now in a position to give their entire energies to their administration or of men specially chosen from the army in the process of their expansion and capacity."

"Each division has been selected to send officers to France, to receive officers from foreign countries to compare data and information, to